Statement of Rev. H. C. Slee, Treasurer. May 11-1909.

As the School Department of the Board of Home Missions is now operated, we have an incorporated board ~~with~~ and an organization nominally a department, but, in practical operation, an independent body, its name giving color to the independent idea.

This department has a constituency responsible to it (the department) alone.

Membership in this board (department) is based on no clearly defined plan of organization, and members are responsible to no organization within the denomination, Neither their minutes nor records ever being reviewed by any of the judicatories of the church. It is not amenable to Presbyteries or Synods, and is responsible to the General Assembly only as a department of the parent board. It is not incorporated.

Authorized by the Assembly as an adjunct of the Board of Home Missions, its functions were understood to be the raising of funds for the establishment of mission schools; the preparing of boxes for missionary families, and for the aid of the Board of Home Missions in the carrying on of its evangelistic work. It was not contemplated that its functions should be administrative, but money raising only.

As the years have passed, it has in practical operation become an administrative body, its acts subject only to a nominal approval of the Board of Home Missions through the School Committee.

Funds are collected from auxiliary societies and from other sources, and sent to an officer of the department, called a Treasurer, but who is really a receiving agent only, all monies being simply passed through her ~~accounts~~ hands to the Treasurer of the board, where they are accounted for and disbursed. She is not under bond, as are all those

who handle funds for the Board.

In some lines, this department has become a competitor of the parent board, as for instance, in the Sunday Schools and Young People's Societies, and in the securing of money by will. It is a frequent matter of complaint by officers of the department that women leave their funds sometimes to the parent board, instead of to the Woman's Board.

With this complexity of operation, it is not to be wondered at that differences frequently arise, particularly in the financial department. Whatever form of operation may be adopted for other departments of the board's work, the financial department should be operated through a single office, or if, for reasons of convenience, two offices are maintained (though this is of doubtful expediency) the department office should be under control of the Treasurer of the board.

In the matter of the handling of properties, legacies and buildings, the business department of the Board of Home Missions, which is really the responsible department, should have large share in the management.

Under the By-Laws of the board, the Treasurer is the purchasing agent of the board for all departments. As at present manages, the School Department is in the habit of purchasing largely on its own account.

In the office of the Treasurer of the Board of Home Missions, and through his books are carried the general accounts of the Woman's Board. All funds are received here and disbursed by the check of the Treasurer.

It has been the habit of the Treasurer of the Woman's Board to send to this office funds received daily in her office without analysis as to which accounts such funds shall be assigned to. Often weeks afterward, communications are received from the Treasurer of the Woman's Board asking the assignment to certain special funds of portions of the amounts daily received. In this way much misunderstanding and misapprehension of the real status of receipts for current work follows.

These last named items are but a few of the cases of disturbance and misunderstanding which occur as the financial department is now handled.

Mrs. Bennett's Copy

Prepared by Dr. Chas. L. Thompson.

February - 1911.

THE HOME BOARD AND THE WOMAN'S BOARD

In order to a more effective administration of the work of home missions as conducted by the Board of Home Missions and the Woman's Board [illegible]

I. That the present relation of the two Boards, as expressed by action of the General Assembly and written in the By-laws of the Board shall remain unchanged.

II. That the Woman's Board shall seek incorporation under the laws of New York, for the purpose of receiving legacies and for such purposes of administration as may be consistent with the foregoing article.

III. The By-laws relating to the conduct of the School Department shall be amended as follows:

In place of Section 6, Article 4, as follows:

1. There shall be an Executive Committee of the two Boards, consisting of five members from each Board, with the secretary of the Home Board and the secretary of the Woman's Board, which shall have general charge of the school work of the Woman's Board and such evangelistic or general missionary work as that Board may from time to time undertake. This committee shall report to the monthly meeting of the two Boards, approval by these Boards being necessary to complete any action proposed.

2. The superintendent of school work shall present in person full reports of his work to the Executive Committee for its action.

3. Inasmuch as the school work of the Woman's Board will probably diminish and general missionary work will increase, notably in community work where schools have been withdrawn and in immigration work in many localities, the Executive Committee shall be charged with the responsibility for such work

5-16-11

Madam President & Sisters:--

Your Committee on Incorporation, ~~we regret to say, can only to-day~~ report progress.

In presenting to you a brief outline of what we have accomplished, ~~we~~ beg to say, that the failure to reach conclusions has not been entirely owing to lack of effort on our part, but to the peculiar difficulties encountered as we proceeded.

To go back to the occasion for the appointment of our Committee. A year ago, at this meeting, the question of incorporation came up and some discussion was had as to ~~legacies~~ the matter of legacies, etc., resulting in the chair being asked to appoint a Committee who should "investigate the matter and report at the annual meeting next year".

Later, this Committee,-consisting of Mrs. S. P. Harbison of Pennsylvania, Mrs. C. P. Noyes of Minnesota and Mrs. M. P. Richards of Baltimore Synod - was appointed.

Correspondence was at once begun and some investigations made, when Mrs. Noyes asked to be excused from serving and Mrs. Brownell of New York was appointed in her place.

Our first step was to consult a lawyer, who very carefully went over the minutes of General Assembly to ascertain the exact relation of the Womans Board to the Assembly's Board. He then proceeded to discover the laws relative to incorporation of kindred organizations in the various states.

Satisfying himself that there was much to be desired in the manner of our property holdings he prepared a "brief" for us, which helped much as a"starter". In February the Committee met in New York and considered this paper and some of the many questions that Hydra-headed loomed up at every view-point taken.

At the suggestion of Mrs. Bennett the Committee asked for and held a conference with the officers of the Assembly's Board in Dr. Thompson's office. Nothing definite resulted, ex-

cept that we were asked to prepare a more specific statement or letter, setting forth the reasons for desiring incorporation and what, in the opinion of the Womans Board, would be involved in such a change. As this latter was a part of the information sought from them we asked that we might have their views on this point and their co-operation.

It was then thought we might each seek to discover all the "lions in the way" for ourselves and later, "round them up".

Early in April another meeting was held at the home of Mrs. Brownell in New York and the President of the Womans Board met in conference with us. Mrs. Richards, however, could not be present, but sent a letter instead.

At that meeting, it was decided to formulate a number of questions to be sent to Dr. Thompson, and this was done with the request for an early reply.

Unfortunately the letter was delayed in transit a week and reached the Board at a very busy time. A courteous note was received in answer, stating that the questions raised would require time, legal advice and action by the whole Board and that it would scarsely be possible to reach it before Assembly.

This, while not unexpected, has made it impossible for us to present any very well defined statement as a basis for your action today. However, ~~as stated in the beginning, progress has been made, valuable~~ data and information obtained, and the work already done will ~~greatly facilitate any future steps it may be thought wise to take~~.

Respectfully submitted,

Mrs. S. V. Harbeson Penn.
Mrs. J. B. Brownell New York
Mrs. M. V. Richards Balto. Syn.

At its meeting on June 15th, 1911, the Board of Home Missions appointed the following committee to co-operate with the Committee on Incorporation appointed by the Woman's Board of Home Missions:-

Dr. D. Stewart Dodge, ex officio,
Dr. J. D. Burrell,
Dr. E. W. Work,
Mr. Fleming H. Revell,
Mr. Henry W. Jessup,
Dr. Charles L. Thompson.

All communications should be sent to Dr. Thompson, the Secretary of the Board.

FULL INCORPORATION.

Digest of points concerning full incorporation, as given by five different lawyers.

I. Entirely possible under law.

II. Conditions:

1st. Securing right to name and object defined in Incorporation from Assembly's Board.

2nd. Securing recognition from General Assembly as to name, object, access to churches, governing body, etc.

3rd. Resignation to Home Board of all funds by courtesy listed as Permanent Fund for Woman's Board.

3rd. Resignation of all properties by courtesy listed as belonging to Woman's Board.

4th. Complete responsibility legally as to debts, expense, borrowing money, legal actions.

5th. Probable rental expense for headquarters.

6th. Largely increased administrative expense in financial matters.

7th. Entire cessation of claim on present or future funds of Board of Home Missions

Questions Concerning Partial Incorporation
asked by Committee April 5th, 1912.

1 Is it possible for the Woman's Board of Home Missions to have a form of incorporation which will allow it to receive legacies?

11 Would this incorporation prevent the Woman's Board from receiving monies from the Board of Home Missions, either for current expenses or building propositions?

111 Would it prevent the Board of Home Missions from borrowing monies for the Woman's Board?

Answers to same, by William E. Carnochan of the Firm of Parsons, Closson & McIlvaine, New York.

1. I think it would be legally possible to incorporate the Woman's Board of Home Missions, and in such a way that when incorporated it would have the legal right to receive legacies bequeathed to it for its corporate purposes.

11. While the Woman's Board might be so incorporated as to give it the right to receive moneys which should be turned over to it by the Board of Home Missions, I do not think that the Board of Home Missions would have the right to turn over its funds to the Woman's Board, separately incorporated, except to the extent that they were so turned over to the Woman's Board as the agent of the Board of Home Missions for the purpose of carrying on the latter's work.

In this connection I think that any separate incorporation of the Woman's Board ought to distinctly provide that one of its objects was to assist the Board of Home Missions and to act as its agent in accomplishing its corporate purposes.

111. I do not think that the Board of Home Missions would have the right to borrow money for the benefit of another incorporated body.

As to the practical wisdom of a separate incorporation for the Woman's Board, I do not understand that my opinion is asked.

O.L.

6 Feb 1912.

Suggestions as to matters pertaining to the relations existing between the Home Board and the Woman's Board.

INCORPORATION

1. Name. The Woman's Board of Home Missions of the Presbyterian Church in the U.S.A.

2. Purpose. To secure funds, care for and manage mission schools, hospitals and such other missionary work as may from time to time be approved by the Board of Home Missions of the Presbyterian Church in the U.S.A.

3. Powers. To receive and take charge of all property and funds as may at any time and from time to time be intrusted to said Board for home missionary purposes. Said Board shall disburse their funds for these purposes as and when their recommendations shall be approved by the Board of Home Missions of the Presbyterian Church in the U.S.A.

4. The management and disposition of the affairs and property of such corporation shall be vested in trustees who shall be appointed for such purpose by

5. In the event of the dissolution of the Woman's Board of Home Missions of the Presbyterian Church in the U.S.A., the right and title to all monies, securities and property shall immediately vest in the Board of Home Missions of the Presbyterian Church in the U.S.A. to be used by said Board for the purposes named in its charter.

ADMINISTRATION

The affairs of the Woman's Board of Home Missions shall be put in the care of a committee of persons of whom shall be chosen by the Woman's Board and by the Home Board. To this committee shall be submitted by the officers of the Woman's Board all matters requiring action. This committee shall report monthly to the Woman's Board and at such other times as may be desired. Such actions of the Woman's Board as call for grants of money, the purchase and sale of securities and property, or involve change of policy shall be sent to the Home Board for approval.

All correspondence relating to the work of the Woman's Board (except receipts for money paid sent to the Treasurer of the Home Board) received by any officer of the Home Board shall be sent immediately to the Secretary of the Woman's Board to be disposed of by her as she may be directed by the Woman's Board.

The Woman's Board shall make an annual report to the Home Board of all matters transacted by it during the year and of its finances.

FINANCES

The Treasurer of the Woman's Board shall make daily deposit of all monies received by her with the Treasurer of the Home Board. He shall pay all commissioned workers and other employees of the Woman's Board monthly upon certificate to him by the Clerk of the Home Board of regular grants thus made. He shall make other payments for objects named in the Budget and which are within the appropriation when approved by

He shall make monthly reports of the financial condition of the Woman's Board to said Board and at such other times when requested by said Board.

Received April 1 - 1912
From W. B. H. M.

RELATION OF THE WOMAN'S BOARD OF HOME MISSIONS
TO
THE BOARD OF HOME MISSIONS.

M. KATHARINE BENNETT.

Some of the following SUGGESTIONS may seem revolutionary: careful study has led to their presentation for consideration.

The sole desire is the achieement of the simplest and most effective administration of the business affairs of the Woman's Board, the abolishment of any cumbersome methods that may have developed, and the securing of such economy of administration as is compatible with efficiency. To such plans (when the united study of all shall have approved) all should be ready to give hearty support.

It is not a criticism of the past when one says it has been manifest for some time that the present method of office and field administration of the Woman's Board of Home Missions has become inadequate to meet the demands of so greatly increased an organization. These methods may not have taxed too severely when the work done was smaller, but all systems may be outgrown; many of the present adjustments have developed to meet emergencies and have not been part of a definite, accurately prepared plan.

As the question of the relations of the Board of Home Missions and of the Woman's Board has now been opened in considering incorporation, the best good will be served by a frank examination of the whole situation, and by such readjustments as

will meet present exigencies and provide for such future developments as will make unnecessary a constant discussion as to the status of the Woman's Board to the detriment of the work, and also introducing an element of tentativeness into all plans.

There are two distinct phases to the work of the Woman's Board: viz,-

1. The securing of the funds necessary for the continuance of its mission work;

2. The expenditure of these funds in the mission fields. Any readjustment should take into consideration the two branches of the work, and devise a policy that shall secure concentration of responsibility and simplicity of administration, combined with efficiency and economy.

One difficulty that will arise in this discussion is that certain terms have been continued in service beyond the point of accuracy. Phraseology, per se, makes little difference - it is only that a correct impression may be conveyed. When the Woman's Executive Committee was organized, to speak of it as "a department of the Board of Home Missions" doubtless conveyed a corredt impression; but if "it was not contemplated that its functions should be administrative, but money raising only", then as there have been developed under the Board such "departments" as the Indian, Immigration, Church and Labor, etc., the use of the same term to designate the relationship of these branches and of the Woman's Board of Home Missions to the Board cannot correctly

convey a sense of actual conditions.

These arms, or "departments" of the Board are for information, planning, etc., and they are regularly considered in Board meeting, their heads being Board officers - they are not producing "departments," but draw on the General Treasury of the Board for all administrative and field expenses.

The Woman's Board, on the contrary, is a producing, self-supporting "department": it is responsible for expenditures incurred for the administration of its office and field work, and for all expenses incidental to said field work.

These functions were adopted many years ago with the sanction of the Board of Home Missions, and of necessity the Woman's Board "has become a competitor of the parent Board," in certain efforts to secure funds, said funds being necessary to the growth and enlargement of the work urged by the General Assembly and by the Board of Home Missions on the Woman's Board.

Such a situation has demanded a difference in method of approach to its constituency, a difference in administration from that of the "departments" and the Woman's Board has been allowed and encouraged to develop a center of administration of its own: therefore, that discussion may be accurate, there is certainly needed a nomenclature which shall convey the true impression of this parallellism.

Further there has been developed under the sanction of the Board of Home Missions, a standing of the Woman's Board of Home Missions and a method of work, that are not formally recognized in the By-Laws of the Board. Such a situation leaves the Woman's Board, with

the very large interests it has at stake, and morally responsible to a large constituency, subject to changed methods as new administrations may come into the Board of Home Missions. This is scarcely a fair situation - the Woman's Board could develop more logically and more consistently under a definite policy framed to meet existing conditions: the situation must be dealt with as it has developed, not as it should in any opinion have developed.

In making such necessary adjustments no officer of either Board can consider standing on technicalities, or on the advancing of the authority of either Board as an end in itself, but rather all will search for the expedient, for that method of adjustment which will secure the most hearty co-operation on the part of the constituency of the Woman's Board and will make for the greatest advancement in that field of labor assigned by General Assembly to the Woman's Board of Home Missions.

While fully recognizing that the Woman's Board has no legal existence, and is responsible only as a part of the Board of Home Missions, it must again be reiterated that whatever the original purpose in the formation of the Woman's Executive Committee may have been, there has been allowed to grow up a condition that has made the Women's Board seem to its constituency and to a great extent to the Church at large a distinct, responsible entity. (Witness the surprise when it became known to said constituency that the Woman's Board carried no bank account, etc.)

A step backward in self-management would be most unpopular with said constituency, and only such atonomy as is consistent with the relations of the Woman's Board to the Board of Home Missions and to the highest Ecclesiastical Court of the Church would secure cordial adjerence and support from this constituency.

There would seem to be at least three possible methods of re-adjusting the relations of the two Boards. These are her presented for consideration.

SOLUTION I.

THE INCORPORATION OF THE WOMAN'S BOARD.

This would, according to present advices, seem to be impossible except by the sacrifice on the part of the Woman's Board of large property interests. If this be true, this solution would be unacceptable to many. The arguments for and against this Solution have been so often repeated that they will be omitted here.

SOLUTION II.

Under this head has been suggested the closer union of field and administration of the two Boards, the bringing of them more nearly into those relations that were doubtless the original plans for the Woman's Executive Committee. A study of these suggestions seems to indicate that to bring about the necessary changes and to cause the new arrangement to work smoothly and effectively, it would be necessary not only to construct a new administrative method, but also to destroy much of the present system.

I. It would be necessary to abolish the Treasury Department of the Woman's Board of Home Missions, and to have one receiving as well as one distributing agency.

II. The relegation of the Woman's Board to a department, in the sense the term is used for other arms of the service would logically call for one General Treasury into which all funds should go and from which all departments would be budgeted. Otherwise present difficulties would hardly be overcome.

III. The increased detail work suggested for a Joint Conference, increased School Committee, or some other agency of men and women would remove from the present Advisory and Executive Committee of the Woman's Board most of their work and relegate them to their work of building up organization, securing funds, etc., a work that is now done by the administrative officers through Synodical and Presbyterial agencies. In short, it would be the placing of the Woman's Board of Home Missions on the same basis as are the six Women's Boards of Foreign Missions.

In this day of increased co-operative effort, such a movement seems logical and in so far as a clear-out field administration is to be sought for, a close union at headquarters might secure it.

There seems, however, no reason why such cannot be secured by consulting Boards working in harmony as well as by one joint committee.

SOLUTION III.

I. This would plan that the essential unity of the Board of Home Missions and the Woman's Board should be maintained, the Woman's Board remaining a co-ordinated part of Assembly's Board, but would claim that the time has come when formal recognition of the Woman's Board as a distinct, producing, responsible part of the Board of Home Missions should be accorded.

II. That this recognition should define the status of the Woman's Board, its fixed responsibilities as to fields of labor, and its authorized powers as to (1) securing funds, (2) the administration of its office and field work, and (3) its relation to the Board of Home Missions.

III. That such changes should be made in the By-Laws of the Board of Home Missions as would accord this recognition and this definite position; e.g.- all By-Laws of the Assembly's Board apply to the Woman's Board of Home Missions, (Section II), and all others are Assistant Secretaries. This leaves, in a close analysis of the situation, the officers of the Woman's Board, where there is a Secretary, Associates and Assistants, in an untenable position. A few changes in the By-Laws could make clear the situation and define for future administrations the relationships of the two Boards not only in this matter, but in all others according to the plan that shall finally be adopted.

IV. That in the division of the fields of labor distinct lines should be laid that confusion and overlapping of effort shall be

avoided, and that these lines shall be as follows:

(a) The Board of Home Missions to carry on

(1) all work of evangelization, founding and maintaining churches and missions;

(2) such Bible training work as may be necessary to supply missions with properly qualified ministers and helpers, and

(3) such community work as is done by Bible readers, district nurses, or trained workers of any kind whose efforts are of necessity co-related to the work of the pastor, and whose work should be under his guidance. The community worker is essentially evangelistic: her direction, therefore, should be evangelistic and should come directly under the local evangelistic head and thus indirectly under the care of Presbytery: in this way there would be prevented the untenable administrative position of a head and an assistant each responsible to a different body. Such instances as Lackawanna Presbytery and Calumet, Michigan, show this.

(b) The Woman's Board of Home Missions to conduct

(1) all school work, except as noted in (a) (2) above; and

(2) all hospital and medical work wherever located, except as done by district nurses serving as pastor's assistants;

N.B. "The development of the proper relation of the educational to the evangelistic work should be the task of

the executive officers of the Boards in charge of these respective fields of Christian activity; but the actual local administration should be the function of men whose professional training fits them for the work attempted. vLet the schoolwork, then, be administered by school men, the evangelistic work by pastors."

V. Field Supervision of the work of the Woman's Board of Home Missions.

To establish work in the mission fields i s of comparative simplicity; to properly supervise, develop, co-ordinate this work, is more difficult. Long range supervision from New York to the distant fields must be more or less nominal, and when entrusted to those who whole training has been theological rather than pedagogical can hardly be scientific - (it need be none the less evangelistic because scientific).

The appointment of two Field Superintendents, with headquarters at Asheville for the Mountain field, and at Albuquerque for the SouthWestern Field; and the making of the heads of the Guines School, Cuba, and of the Mayaguez School, Porto Rico, the superintendents of the school work being done under the Woman's Board in those Islands, would for the present meet the needs. A few stations as Sitka, Good Will, etc., could be held responsible directly to the School Department at Headquarters.

VI. OFFICE ADMINISTRATION.

(a) School Department. Under a system of Field Supervision, this department should be relieved of much detail work, and the Superintendent of Schools be left free for such constructive work

along the lines of administration and policy as is not possible under the present system.

As the Superintendent of School is an officer paid by the Woman's Board, and carrying on its work, he should be chosen and elected by that body, and his name should be listed on its stationery and in all places where the officers of the Woman's Board appear. By virtue of his position he should also be an officer of the Board of Home Missions, in attendance upon their meetings.

(b) The Treasury. There should be created for the Woman's Board a new system in this department by which all funds shall be received and receipted for as at present, but by which all books relating to expenditures now kept in the Treasury Department of the Board of Home Missions should be kept in the Treasury Department of the Woman's Board of Home Missions. The Treasurer of the Woman's Board should make daily deposits through the Treasurer of Assembly's Board carefully designating accounts to which sums should be assigned. The Treasurer of the Board of Home Missions should make payments from the accounts of the Woman's Board only duly certified requisitions and would keep only books to show "corresponding accounts for receipts."

The Treasurer of the Woman's Board would further be the Purchasing Agent for said Board, except in agreed cases where economy and efficiency could best be obtained by unified purchasing. (Needed change in By-Laws of the Assembly's Board.)

(c) A clearly defined policy as to the presentation of the cause of Home Missions to Sunday Schools and Young People's organiz

zations should be adopted.

(d) The Literature Department serves its purpose as a Joint Department and there may be no need of making changes there.

VII. BUSINESS PROCEDURE.

(a) All business to be presented to the Woman's Board should first be considered in conference by the officers of the Woman's Board.

(b) There should be a bi-weekly Joint Conference of the officers of Assembly's Board and of the officers of the Woman's Board of Home Missions, to which Conference should be submitted, after discussion in the Office Conference of the Woman's Board, all questions in which there may be any joint interest. To this Conference shall also be submitted all important matters needing adjudication on the mission fields, where a difference of opinion may have arisen between the workers of the Woman's Board and such workers as are being aided by Assembly's Board. Other officers to meet with this Joint Conference as matters relating to the work assigned to them are considered.

(c) The recommendations of either of above Conferences, (a) and (b), to be submitted to the Woman's Board for action by that body.

(d) The School Committee should consist of not less than five members of Assembly's Board and of three members of the Woman's Board said members being appointed by their respective Boards at the first regular Board meeting after the Annual meeting of said Board.

The exofficio members of this Committee shall be regular members of the Joint Conference, such other officers of either Board as may be desired to be called to attendance by the Chairman of the

Committee.

(e) To this School Committee shall come for discussion, after action by the Office Conference of the Woman's Board, all matters relating to new work, to requests for aid in excess of the budget, and such matters relating to administration as may seem to need its consideration. All important actions of this Committee to be submitted first, to the Woman's Board and then, if approved by this body, second, to the Board of Home Missions for ratification.

The function of the present Building Committee could be performed acceptably by the School Committee under the proposed readjustments.

It shall be the further duty of this Committee to aid in working out a more definite and satisfactory plan for co-relating the two branches of the work in various Presbyteries.

To this Committee should be submitted in February the Annual Budget of the Woman's Board, after the same has passed the Joint Conference: said Budget should then go to the Woman's Board for ratification and after that to the Assembly's Board.

VIII. THE WOMAN'S BOARD.

This body should be limited in number, hold frequent meetings and be made most responsible.

Such changes in its Standing Rules should be made as would bring them into accord with the new arrangements.

It is suggested, however, that the personnel and the duties of the present Committee on Appointments remain unchanged.

MEMORANDUM ON PAPER ENTITLED

RELATION OF THE WOMAN'S BOARD

OF HOME MISSIONS TO THE BOARD

OF HOME MISSIONS.

.....

The underlying principle of this paper is that the Woman's Board shall have more definite recognition, both in the by-laws of the Board and in the policy of administration. This is distinctly recognized. Some difficulty emerges when we come to definitions.

Pages of this paper are occupied with criticism of the word "department" as applied to the Woman's Board. In so far as that term would put the Woman's Board on a par with other departments of the Home Board, we recognize the infelicity of the word.

As is claimed in the paper, the Woman's Board is a producing and to a large extent a self-administrating organization, and is thus differentiated from the other departments. Let this then be distinctly recognized. At the same time, in a broad sense, and according to the definition of the word "department", the Woman's Board is a department of the Home Board. It is "a separate division (Century Dictionary) of a complex whole; a distinct province", and takes its place as such in the group of activities or organizations of the Board of Home Missions, and as the departments, for example, of the Government - the Treasury Department, or the War Department - are producing and administrative while still maintaining departmental relations to the Government, so the Woman's Board, a producing, responsible, administrative agency, cannot by that fact be taken out of its relation as a department of the Board of Home Missions.

Care must be taken in our endeavor to give it more autonomy and recognition, not to lose sight of this fact. This fact is clearly recognized in all the actions of

the Assembly in regard to the Woman's Board; in the fact that the Woman's Board makes reports not directly to the Assembly, but through the Board of Home Missions; in the fact that the actions of the Woman's Board come to the Board of Home Missions for ratification, and in all the history of the development of its great work. This fact is not fully recognized in the paper under consideration.

The Woman's Board is spoken of as a self-supporting "department", and "responsible for expenditures incurred for the administration of its work." The Woman's Board has no legal responsibility; a moral responsibility it of course has.

On page six of the paper under consideration it is said that "increased cooperative effort" could equally well "be secured by consulting Boards." That would seem to imply such independence of the Woman's Board as is not consistent with the action of the Assembly, or with its own history.

On page seven of the paper it is said, "changes should be made in the by-laws of the Assembly's Board" by which two coordinating secretaries should be at the head of the administrative force of the two Boards. This likewise seems to us to be out of harmony with the relations hitherto established.

The paper under consuderation suggests three modes of bringing the two Boards into better working harmony with each other:-

The first is by incorporation of the Woman's Board. We pass that.

The second is by the closer union of field and administration of the two Boards, which would make it necessary to construct a new administrative method and destroy much of the present system. I confess I do not understand this section at all and therefore pass it by.

With the third I find myself in substantial agreement, at least with the main positions taken, except as the terminology used might seem to destroy the relation to which I have referred above. We would take exception to some details, but we would be willing, I am sure, to yield many of the points about which we have hesitation in the working out of that

plan, provided the main point insisted upon in this paper is distinctly recognized: that point may be summarized thus:-

The Woman's Board is a responsible, producing, self-administrative Board under the general guidance of the Assembly's Board and the General Assembly. It is a most responible part of that complex whole known as the Board of Home Missions of the Presbyterian Church in the U. S. A.

We have used the word "department"; it should be said that we are not at all strenuous about the word. Any other word expressing the above that will be acceptable to the Woman's Board will be acceptable to us.

April 4, 1912.

Relations between the Treasurers of the Board of Home Missions and the Woman's Board of Home Missions.

1st. It shall be the duty of the Treasurer of the Woman's Board to deposit daily with the Treasurer of the Board of Home Missions all monies received for the work of the Woman's Board, also to pass over all monies received for the work of the Board of Home Missions, to promptly report all monies specially designated for transmission and a frequent report of monies received for special building funds to be deposited in the Trust Company.

2nd. The Treasurer of the Woman's Board shall also hand over to the Treasurer of the Board of Home Missions all correspondence in regard to permanent or annuity funds or legacies.

3rd. The Treasurer of the Board of Home Missions shall report to the Woman's Board all monies received for legacies, permanent funds, annuity gifts, insurance collected for fire losses, sale of property, etc. when such funds are not passed over for the Woman's Board deposit.

4th. The accounts of the Woman's Board kept by the Treasurer of the Board of Home Missions shall be accessible at all times to the Treasurer of the Woman's Board.

5th. All bills for joint departments should be approved by the Treasurer of each Board.

S. F. Lincoln

The Question of Incorporating the Woman's Board of Home Missions.

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I. The Present Board consist of about seventy members, who vote on all questions of administration and policy, both as to office work and work in mission fields, but such action as is taken is reviewed by a Committee of Assembly's Board. Such reviewing power would be removed under incorporation, and the actions taken by the Woman's Board would stand. This would necessitate a smaller, more definite body, having greater personal and corporate responsibility, and each individual would have to give more time to the service of the Board.
Query: Would this be a gain?

II. At present the Woman's Board is a receiving, but not a disbursing agency: its property is held, and with all funds, permanent and for immediate use, is administered from the Treasury of Assembly's Board: under incorporation all this work would revert to the Treasurer of the Woman's Board, entailing responsibility and expense.
Query: Would the gain offset the loss of help from Assembly's Board?

III. In the last analysis all legal and financial responsibility now rests upon Assembly's Board, although the Woman's Board recognizes and accepts to the full its moral responsibility. Under incorporation the Woman's Board would stand as an entity

of full responsibility.

Query: Would there be compensation for the added care?

IV. At present the Woman's Board approaches General Assembly as a part of Assembly's Board and through it.

Query: Under incorporation what would be the relation of the Woman's Board to General Assembly?

V. In this time of the consolidation of Boards would General Assembly look with favor upon the separation of the Woman's Board of Home Missions from the Board of Home Missions?

VI. What would be the ecclesiastical procedure involved in securing incorporation? Would the Woman's Board overture General Assembly directly? And would General Assembly be apt to consider such an ovesture unless it were endorsed by the Board of Home Missions?

VII. What would be the relation of an incorporated Woman's Board of Home Missions to the Presbyteries? Note: consider especially in relation to work among Foreigners.

VIII. Would a form of incorporation,- if such be possible,- allowing the Woman's Board to receive legacies directly, but otherwise retaining the same connection as at present with Assembly's Board, be satisfactory to the women of the Church?

IX. There is an increasing tendency toward unifying the benevolences of the Church, both locally and in Boards. What effect

will this movement have in affecting the status of the women's agencies, and so later affecting the consideration of the question of incorporation?

"If incorporation is determined upon it undoubtedly will have to have the sanction of the General Assembly. If some working agreement can be had with the Men's Board, as I will hereinafter suggest, no doubt the incorporation of the Women's Board will be with the approval of the Men's Board, and the matter of securing permission from the General Assembly to incorporate can then be easily accomplished by the women having a champion at the General Assembly or else through some member of the Men's Board. As to the relation of the incorporated Women's Board to the General Assembly, I think that the link between the Women's Board and the General Assembly will have to be by a Committee appointed by the General Assembly. This Committee could be appointed by the General Assembly to receive the report of the Women's Board and perhaps could act in an advisory capacity with the directors of the Women's Board.

What impresses me most in the whole discussion is that all these different Boards are working for the benefit of the Presbyterian Church. The bond that is binding them is the Presbyterian Church, but I think that there ought to be some Committee appointed by the General Assembly that could act in an advisory capacity with the members of all the boards, - an Executive Committee that could act in an advisory capacity not only with the Freedmans Board, Board of Foreign Missions, the Men's Board, but also the Women's Board. This general board of the Assembly should be vested with large powers over all the boards and it should see to it that all the boards are acting in harmony, that the fields are not overlapping, and that the various boards are co-operating with each other so as to reduce the expenses of administration to a minimum. If this could be done, then I see no reason why the Men's Board and the Women's Board could not be run in the same building, the clerical work done by the same clerks, and the only change from the present status of things would be that the Women's Board would keep an entirely different set of books from those kept by the Men's Board at the present time and that the chief active executive officer, the secretary and treasurer, most likely would have to have an office in this building in order to sign vouchers, warrants and checks. Take a large business corporation, for instance. There may be half a dozen different corporations connected with the parent company. There may be some people interested in the subsidiary companies that are not at all interested in the parent company, yet the books of the subsidiary companies are kept by the same clerks and the routine work is done by the same clerks that do the work and keep the books of the parent company. The field of business may be entirely different. If the present office force of the Men's Board is capable of carrying out the details of the work not only of the Men's Board proper, but also that of the Women's Board, there is no reason why the same force could not do the work if they were separated. At most it would only mean very little additional work, the expense of which would be trivial.

Of course, in order to do this there would have to be harmony between the Men's Board and the Women's Board. I do not see why an agreement looking to this could not be reached with the Men's Board. The expense of the office could be pro-rated in some manner, for instance in proportion to the amount of money administered by the two Boards.

The men and women ~~and women~~ of the Presbyterian Church are working for a common good. If properly handled the incorportion of the Women's Board would be a great benefit. I can see absolutely no good reason against the incorporation if both the men and women work in harmony and desire to accomplish what is best, and when these people are all working for the same cause and for the same good I cannot see why they cannot get together and reach some satisfactory agreement or solution."

Yours truly,

(Signed) J. E. MacCloskey,Jr.

I.

The tendency of modern thought about the Church seems to be, to simplify its methods and unify its work. This is shown in several ways and, no doubt, was the cause of the visit made our church a few weeks ago, when a gentleman representing the benevolences of the Assembly, came to St. Paul and met the Trustees and sessions of our churches and discussed with them the various methods of raising money for church work. The scheme which he presented was, substantially, that money for benevolence should be raised at one time in the year, in the form of pledges and distributed by the Session of each church according to a fixed rate. This has been the method of the House of Hope for many years and has resulted in bringing that church up high in the list of churches contributing to the Boards. A further thought along this line in some western churches is to put the women's contributions to the Woman's Boards in the same budget and this is considered to have been a success where it has been tried. This plan of pledged contributions to the church work as a whole tends: 1. to unify our thought in regard to church work; 2. to enlarge our conception of our duty towards the church; 3. to make giving a part of Christian worship; 4. to make it systematic and avoid the special appeal -- the success of which is contingent on many varying things, as weather, etc.; 5. to elevate giving to become a principle of the Christian life.

Many of those who are near the fields where the church money is expended are of the opinion that unity of <u>action</u> is as much needed as unity of method. That is, that Boards should be consolidated so that our church work may be done with a broader vision of the different needs of the whole field; that no work shall be done over twice, and none left neglected. To this end

it is suggested that the Sunday-School work and possibly that among the Freedmen might be united under the Home Board; the Board of Education and College Aid be brought under one management and Ministerial sustentation be joined with some other work. But this, as the Board work is at present done, would bring upon some of the Boards more financial responsibility than could be borne without a large increase of paid officials, so a further thought is;

That a Central Treasury should be formed under a Committee of business men and others to receive all the money raised by pledges by the individual churches, this money to be distributed to the Boards according to a proper per cent which should be agreed upon by the General Assembly. This would prevent one Board from raising extra funds at the expense of another's receipts; it would enable the different Boards to know at the beginning of the year just what support they would expect, but would not prevent legacies and special gifts. (As at present, any individual member of a church would be free to designate his or her gifts for a special purpose, without doubt; but I very much doubt if this freedom, judging from our own church, would ever be exercised.) For instance, the House of Hope raised last September the full amount for all its benevolent work, under the plan of distribution proposed by our Session. Had this been done by all the churches and the amount sent monthly to a Central Treasury, the Boards would have known exactly what they were to receive and could have gone on with their work without financial burden or responsibility. A few years ago, the Boards believed that the only way to raise money was by special appeals to Secretaries sent out to the churches, and probably would have rejected a pledge system as sure to decrease the gifts. Now

the pledge plan is urged upon us by General Assembly and we would do well to consider this further step of a Central Treasury, in the interests of economy, efficiency and proper balance of distribution among the Boards.

This plea for a Central Treasury is not a new one. Some time about 1870, General Assembly constituted a committee of business men, called the Assembly's committee of Benevolence and Finance, to consider the best methods of raising the money for the benevolent work of the church. After long deliberation, the Committee formed this plan for a Central Treasury, but it proved to be so unpopular that it was never presented to the Assembly and the Committee disbanded without making a report. Now the idea of systematic giving is in the air and such a report would find ready acceptance by the membership of the church. In view of this tendency towards consolidation of method, work, and gifts, does it not seem that the suggested separation of the Woman's Board and its Treasury from the Assembly's Board of Home Missions would be unfortunate and reactionary?

Emily H. Noyes,

Minnesota Synodical President for H. M.

Statement by Dr. Charles L. Thompson, relative to two Boards.

In order to a more effective administration of the work of home missions as conducted by the Board of Home Missions and the Woman's Board- Resolved:

I. That the present relations of the two Boards, as expressed by action of the General Assembly and written in the By Laws of the Board remain unchanged.

2. That the Woman's Board shall seek incorporation under the laws of New York, for the purpose of receiving legacies and for such purposes of administration as may be consistent with the foregoing article.

3. The By Laws relating to the conduct of the School Department shall be amended as follows:

In place of section 6, Article 4, as follows:

I. There shall be an Executive Committee of the two Boards, consisting of five members from each Board, with the Secretary of the Home Board and the Secretary of the Woman's Board, which shall have general charge of the school work of the Woman's Board and such evangelistic or general missionary work as that Board may from time to time undertake. This Committee shall report to the monthly mee ting of the two Boards, approval by these Boards being necessary to complete any action proposed.

2. The Superintendent of school work shall present in person full reports of his work to the Executive Committee for its action.

3. Inasmuch as the school work of the Woman's Board will probably diminish and general missionary work will increase, notably in community work where schools have been withdrawn and in immigration work in many localities, the Executive Committee shall be charged with the responsibility for such work which while carried on by the Woman's Board shall- as from its character will be necessary- be conducted in close affiliation with thework of the Assembly's Board, in such localities.